
ASSIGNMENT

HUMAN RESOURCE

MANAGEMENT



DATED

14th September 2022

Table of Contents

Question#1 Covid-19 impact on Employer-Employee Relationship	3
Introduction	3
Working Through the Pandemic	3
Working for the Employer, Feelings of Co-workers	3
Effects on Career	4
Change in Employer-Employee Relationship, Relationship with Work	5
Effects on Productivity, Loyalty, and Morale	5
Conclusion	6
Question#2 Diversity & Inclusion	7
Introduction	7
Probable Issues in Diversity and Inclusion	7
Issues of Discrimination in Workplaces	8
Example: Walmart	8
Example: General Electric	9
Conclusion	9
Question#3 HR Analytics	10
Introduction	10
Leveraging HR Analytics to Transform HR World	10
HR Analytics in Workplace and the GDPR	10
HR Analytics' Impact on Employees in Relation to GDPR	11
Hennes&Mauritz(H&M) (Fined: €35M)	11
Notebooksbilliger.de(NBB) (Fined: €10.4M)	12
Conclusion	12
Question#4 Job Analysis	13
Introduction	13
Job Analysis: The Purpose	13
Job Analysis: The Importance	14
Job Analysis: The Role Played in HR	14
Coming about with Success Factors	14
Elucidating Roles	15
Onboarding/Defining the Right Talent	15

Highlighting Relative Costs Incurred	15
Conclusion	15
Question#5 Corporate Social Responsibility	16
Introduction	16
Triple Bottom Line TBL Analysis: What is?	16
Triple Bottom Line Analysis: The Nestle Company	17
Working for People: Individuals and Families	17
Working for Profits: Communities and Livelihoods	17
Working for Planet: Societies and Global Impact	17
CSR Six Stage Process for discerning the Strategy Intent of the Company	17
Conclusion	18
References	19
Appendix A	25
Appendix B	26
Appendix C	27
Appendix D	28

Question#1 Covid-19 impact on Employer-Employee Relationship

Q1: Covid-19 pandemic and its impact on employer-employee relations...?

Introduction

Covid-19 provoked long-term changes in the workforce culture of the firms. The crisis caused due to the pandemic compelled the workforce culture to change the way business operations are carried out.

As of the lockdown imposed during the pandemic, the concept of working remotely from home was the new normal adopted by firms which in the case of software-based business companies was a feasible concept ([Bartik et al., 2020](#)). However, for non-software based, human labour requiring business models (as in manufacturing companies requiring human labour to operate the machine routers, etc.), the conceptualised model of carrying out business operations remotely was not feasible due to which many small businesses remained at a standstill position during the lockdown ([Hoehn-Velasco et al., 2021](#)).

One of the companies in the pharmaceutical industry sector Johnson&Johnson is known to have managed its business operations quite well during the time. Considering their remarkable performance, two employees working (in IT and production departments respectively) with the company's Ireland branch were interviewed to determine how the pandemic affected their employer-employee relationship. Following section details some of the key questions discussed.

Working Through the Pandemic

1) Working for the Employer, Feelings of Co-workers

How did you work through the pandemic for your employer? What were the feelings of your co-workers?

Employee#1(IT-Department): “We worked remotely from home for our employer...”

Initially, on encountering lockdown, through the government's guidance, the company provided employees with the necessary IT equipment to work remotely ([USSEC, 2022](#)). Since the early weeks of the crisis were

very dynamic, J&J realising that the trend of working remotely was to remain for a while, devised policies to support its employees working from home ([J&J, 2020](#)).

Employee#2(Production-Department): “I worked on-site in the production department laced with maximum personal safety gear, with and under maximally sanitised environments and equipment...”

For the avoidance of situations like medicinal contaminations, mix-ups, etc. which the company’s Baltimore subcontractor branch experienced with the Janssen Covid-19 vaccine ([LaFraniere & Weiland, 2021](#)) on-site employee workforce was quintessential for the company’s business. In making available the company’s critical products to consumers through the troubled times the on-site employees were ensured maximum health and safety protection by the company ([J&J, 2020](#)) with a one-time award of approximately \$1000 for employees’ dedication and commitment to working on-site. By consistently reassessing their policies to meet the health authority guidelines, J&J ensured full support in maintaining the well-being of its entire workforce working on-site ([J&J, 2020](#)).

2) Effects on Career

How did the pandemic affect your career?

Employee#1(IT-Department): “Not much since I already had the experience of working remotely from my previous job as an IT consultant...”

Employees working remotely for their employers during lockdown experienced having more flexibility with the hours they were going to put in for work ([Parker et al., 2020](#)) combined with the advantage of feeling the ease in maintaining work-life balance.

Employee#2(Production-Department): “In physical and appearance terms it has changed quite a lot as we are to wear masks consistently on-site and obliged to pass through sensors for detection of possible viral germs. The fear of becoming a victim to the pandemic persists while on-site, however, as of the company’s taken measures for workforce healthcare, the courage to remain dedicated to my work on-site perseveres...”

J&J made available personal protective equipment as well as manufacturing equipment and environment sanitization controls within their production/manufacturing units wherein personal attendance and close contact with equipment, etc. were evident for workers working on-site ([Barner et al., 2020](#)).

3) Change in Employer-Employee Relationship, Relationship with Work

**What change did you experience between employer-employee relations during the pandemic?
How did it affect your relationship with work?**

Employee#1: “During the pandemic, even though I worked remotely for my employer, I believe my relationship with the company strengthened because of harmony between team members, frequent zoom meetings, and open discussion boards by remote team managing managers that were ready to assist with my job.”

For its remotely working employees, J&J, to overcome the arising new dynamics and challenges for its employees, rolled out expanded policies that were envisaged to provide its remotely working employees full flexibility and support ([USSEC, 2022](#)).

Employee#2: “With the employer being seriously concerned and actively involved in devising policies and SOPs for healthcare of its on-site workers, I felt like being treated with an extra protocol by the employer which made me feel sufficiently determined to do my job. ”

J&J made available ample amounts of PPE(Personal Protective Equipment) and masks for on-site working employees and provided them with the training for accurate equipment usage and testing ([Barner et al., 2020](#)). By following ethical employer behaviour to accommodate illness and prevention of viral transmission, J&J employees who were working on-site felt their relationship with the company strengthened positively ([J&J, 2020](#)).

4) Effects on Productivity, Loyalty, and Morale

How were productivity, loyalty, and morale of the company affected during the pandemic?

Both employees during the interview disclosed that initially during the pandemic, times were uncertain and changes occurred dynamically in working practices, which did affect the company’s productivity negatively, however, as the situation delved into creating work-from-home trends and new policies rolled out by employers for their on-site workers, the situation raised the otherwise descending charts of productivity, employee loyalty and overall company morale was uplifted ([USSEC, 2022](#)).

All arrangements done for remotely working employees had a positive effect on overall productivity and loyalty of employees to the employer. For on-site workers, the safety of employees was ensured critically

with proactive measures taken which deprived the employees of feeling contagiously unsafe helping them to fully concentrate on their jobs while on-site. Due to ethical employer behaviour of J&J employer towards the health, safety and workforce of its employees, the overall morale of the workforce at J&J uplifted to the point that the company was successful in rolling out its Janssen Covid-19 Vaccine within a span of 1yr, a process which normally takes about 6-7yrs ([Marquez, 2020](#)).

Conclusion

Employers, like the Johnson&Johnson company, who keenly executed their responsibility strictly incorporating ethical employer behaviour observed better control over their human resource management. For remote workers, flexibility was the major cause of productivity and enhanced employee loyalty to the employer. In the case of on-site workers, adopted health safeguarding measures and the compensation provided to the dedicated workers was the major source of keeping the employees devoted to working with their employer.

Question#2 Diversity & Inclusion

Q2: Issues relating to 'Diversity & Inclusion' are becoming increasingly important around the globe? Explain the issues from an HR perspective, taking into account relevant stakeholders like employees and employers. Are there issues of discrimination in your region?

Introduction

Diversity and inclusion within Human Resource Management(HRM) caters for an innovation-oriented business with diversity recognizing the distinct traits of people and inclusion acknowledging those distinct traits as a beneficial opportunity of sharing perspectives and differences to bring about new, innovation-oriented ideas on the table.

Although the definitions of the terms give an all-positive vibe of the phenomena within a workforce with either term contemplated as tools inside the toolkit of solving problems ([U.S. Department of Defence](#), n.d.), however, like any other HRM term, there always exist some underlying challenges which if left unforeseeable, could cause dangling issues within the HRM. Since diversity and inclusion aid, the gearing of intercultural competence ([Gopalkrishnan](#), 2019) toolkit within a workforce, the management of both is imperative to the economic progress of all organisations ([Turnbull et al.](#), 2010). Understanding why pertinent issues exist and how to counter them is crucial for effective management of a diverse workforce culture wherein the managers value inclusion and consider it a key to an organisation's business success.

Probable Issues in Diversity and Inclusion

In the perspective of HR, presently, to maximise and leverage the benefits of the contemporary epoch, companies invest hefty amounts of time and resources to establish workplace diversity in their organisations ([Turnbull et al.](#), 2010). Despite the hefty investments, the output received from HR is often too less than actually desired which usually happens when employees' values, feelings, behaviours, and attitudes usually clash with the organisation's goal of submerging an inclusive environment. Issues normally arise when employees fail to achieve the recognition and impact they deserve for working an extra mile, thereby, failing to recognize their impact on others ([Turnbull et al.](#), 2010). Such a situation requires the organisations to infer the knowledge of building intercultural competence within the employees for the insurance of an inclusive environment ([Gopalkrishnan](#), 2019).

Inclusion within a workforce culture can only be achieved only once diversity has been enforced. Practitioner literature normally illustrates a move from diversity to inclusion which literally means diversity gets transformed into inclusion, however, according to Roberson (2006), the two terms depict critical differences when incorporated separately within a workforce culture (Gopalkrishnan, 2019). Roberson states that having diversity in an organisation's workforce culture differs at par with devising organisational capacity of leveraging that diversity into a useful resource, which constitutes inclusion.

Challenges and issues in diversity arise when a diverse group of people from different ethnicities and backgrounds are brought under one platform (the organisation) to work together for the ultimate success of their employer. This spurs probable issues (Dewar, 2022) like communication issues, cultural misunderstandings, slow discussion leading to miscommunication or pertinent misunderstandings, discrimination, etc. amongst the diverse group of people.

Issues of Discrimination in Workplaces

Of all the probable issues that diversity and inclusion can cause within a workplace, systematic discrimination is the most common (Sharma, 2016) and it is often a complex one to tackle (OHRC, n.d.). One common example of systematic discrimination is the racial disparities that exist within the workplace in United States wherein African Americans and Latinos are usually found to live in poverty, deprived of an equal right to employment compared to white Americans, etc. While forms of systematic discrimination are diverse, regardless of their type, it always results in unfair treatment and unequal opportunities (Sharma, 2016). Some of the well-reputed companies operating in the US region have been sued with a lawsuit for racial discrimination within their workforce.

1) Example: Walmart

Since the year 1990 Walmart, an American multinational retail company, has been subjected to several lawsuits regarding discrimination like not providing equal employment opportunities to Black and White Americans (BHRRC, n.d.) The company settled the class-level racism lawsuit for a hefty amount of \$17.5 million. The company was sued for disproportionately turning down 4500 Black Truck Driver applicants, favouring White community applicants over them.

2) Example: General Electric

An American multinational conglomerate, General Electric(GE), was sued by 60 Black workers who reported that the supervisor at GE called them with racial slurs like the N-word, monkey, lazy blacks, etc. which accounted for racial harassment ([Friedman, 2018](#)).

Similarly, many companies are sued consistently within different regions of US against racial discrimination which is quite common not only in workplaces alone but also within entire societies.

Conclusion

Diversity and Inclusion if carefully adopted within HR practices, can help firms achieve a much better return on investments(ROI). Incorporating either within HR, however, is a complex procedure and requires careful considerations and analysis before the two can practically be amalgamated within the workforce culture. Failure in careful consideration and analysis can cause issues like discrimination which hinders the fostering of productive workforce culture.

Question#3 HR Analytics

Q3: Briefly outline what you understand by the term HR Analytics. How does it impact employees, particularly in relation to GDPR? See real-life examples to support your answer.

Introduction

In the present-day data-driven world, organisations consistently invest in proactively devising data analysis capabilities within HRM to derive business solutions([LesleyUniversity](#), n.d.). HR Analytics/People Analytics/Talent Analytics refers to the constructive utilisation of collected talent data records, from past experiences, with the intent of improving critical talent and business outcomes. HR Analytics leaders help HRM leaders to rely on these talent data records for making efficacious talent decisions, making better the workforce processes and promoting positive employee experiences.

Leveraging HR Analytics to Transform HR World

From recruiting new employees on board to retaining specific talent, it all boils down to the reliance on analytical talent data records that modern-day HRM leaders rely on to influence and improve the employers' business practices ([GHRG](#), n.d.)

Old methods of managing HR which were largely based on intuition and instinct ([Hodgkinson](#) et al., 2009) might still prove somewhat beneficial for strategic management, however, to keep up with the pace of technology and the growing market competition, data analytics is vital to successful HR planning and management. Through data analytics, organisations can increase their ROI by accurately recruiting the right talent, targeting the right customers, and reducing costs incurred in improving their overall businesses([LesleyUniversity](#), n.d.).

HR Analytics in Workplace and the GDPR

Data Analytics rely on recorded personal data which could either belong to employees or customers of an organisation. The legislation authorities of different continents around the globe, in order to ensure security of all personal information and to respect and retain the personal privacy of the people from whom data is collected, have laid out regulatory data protection frameworks. The data protection framework adopted by the

European Union (EU) is the GDPR (General Data Protection Regulations) aimed at enhancing data protection and privacy for EU citizens.

Representing a complete overhaul of legal prerequisites, the GDPR framework is a "must-have" substructure of HRM for all organisations that handle personal information and private data of EU citizens ([Marr, 2018](#)). Failing to comply with the GDPR regulations in using personal information or simply fouling its implications can end up with hefty fines charged against the culprit organisation([Li et al., 2019](#)).

GDPR, ever since coming into effect, has left a massive impact on HR departments of organisations([Drew, 2022](#)), detailing new standards for transparency, security, and accountability. Employers adopting GDPR in HR Analytics gain trust of their employees when they feel that their information is legally secure with their employer ([PeopleDoc, n.d.](#)).

HR Analytics' Impact on Employees in Relation to GDPR

For employees, GDPR requires organisations to retain only essential, accurate and up-to-date information about their employees along with a complete disclosure provided to them on how, where, and for what time period their information will be retained in organisations' HR Analytics database. Additionally, according to GDPR regulations, employees have the right to request a copy of their stored personal information in the company's HR Analytics database. Detailed impact of GDPR regulations implemented in HR are shown in figure 1.

GDPR is by far the strictest data protection law which inflicts roughly fines of above €20.37M([Rosenthal, 2022](#)) on organisations not complying with GDPR regulations. Some of the real-life examples of companies that were inflicted with fines due to failure in complying with GDPR regulations are listed below.

1) Hennes&Mauritz(H&M) (Fined: €35M)

H&M, a Germany-based cloth retailer company, was fined(€35M) for breaching the GDPR's principle of data minimization wherein the company's employees after a sick leave were made to attend a return to work meeting with the meetings recorded and made accessible to all H&M managers([H&M Fined, n.d.](#)). The sensitive employee information, like health, religious beliefs, etc. therein was then used by managers to evaluate their job performance.

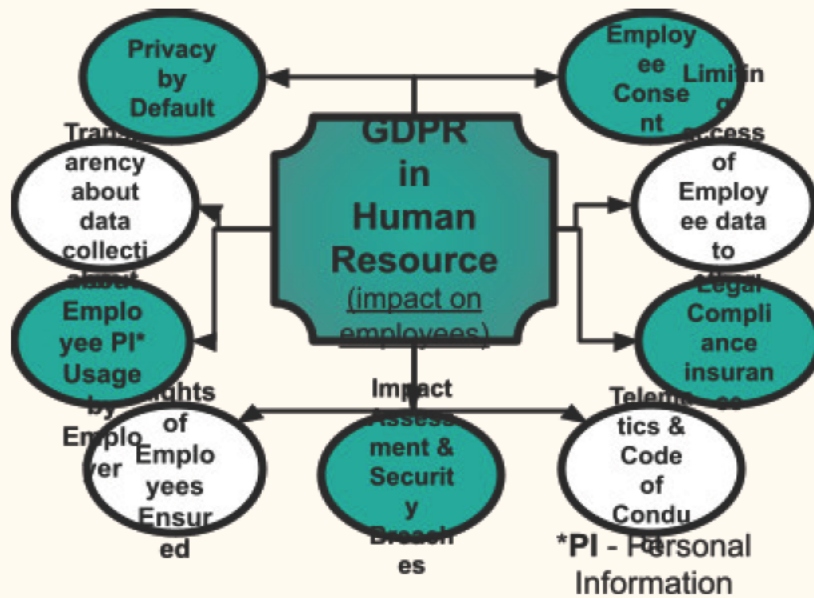


Figure 1 Impact of GDPR in HR on Employees

2) Notebooksbilliger.de(NBB) (Fined: €10.4M)

German electronics retailer was charged with the penalty of using CCTV to constantly monitor employee and customer behaviour. Although the company states that the CCTV was put to practise for anti-theft purposes ([Library of Congress](#), 2021), however, according to state data protection authorities, the cameras were an intrusion on customers' and employees' privacy.

Similarly, many other reputed companies ([Rosenthal](#), 2022) have been charged for GDPR violations regarding their employees and customer privacies.

Conclusion

HR Analytics compliant with GDPR allows employees to have more control over how their personal information is used and stored by their employer with full control over accessing, rectifying, and requesting for deletion of their data at the discretion of their own will. If organisations consider GDPR as a data managing opportunity for their HR rather than a restrictive constraint of regulations, they can truly prosper in the long term.

Question#4 Job Analysis

Q4: Briefly outline what you understand by the term 'Job Analysis'? What role does it play in the area of HR?

Introduction

In Human Resource Management(HRM), job analysis plays a critical role in effective strategic staffing([Wolfe](#), 2016). From recruitment & selection, job evaluation & performance appraisals, compensation management & job designing, it all jots down to one significant, the Job Analysis.

At the employer end, Job Analysis helps employers with the right candidate selection for a particular post, managing employee performance, selecting compensation and benefits packages for employees based on their job performance, etc. On the employee end, Job Analysis sets out a clear picture of what is actually required of them as a duty towards their employer([Francis](#), 2017).

Whenever the employer plans on increasing or setting up its staff employees, Job Analysis becomes a critical component for a strategic solution as it helps the employer in defining how its HR will be utilised in a broader sense throughout the company([Siddique](#), 2004).

Let us delve into the topic of the purpose of Job Analysis in HR along with some of the key roles it plays within HR.

Job Analysis: The Purpose

Determining the job demands by detailing out the critical importance of duties, and major responsibilities, along with physical and emotional skills necessary for an applicant to have for the said post in order to contribute completely productively to the job is the main purpose of conducting Job Analysis in HR([Sanchez](#), 1994). By utilising all the necessary information collected through the Job Analysis process, employers can achieve a right fit between the job and an employee side by side with evaluating employee performance at jobs, and determining the worth of particular tasks.

For example, if the Job Analysis for the post of Executive Sales Manager is to be assessed through job analysis, firstly the worth of job post will be considered and analysed by HR, Secondly, the assessment of a person's capability of fulfilling all the necessary requisites within job description will be assessed and evaluated. Still importantly, other factors, facts and figures like job location, department/division, computer, education, communications, and physical skills will also be assessed; all under Job Analysis with the sole intent of maximising productivity by finding a perfect employee-job post fit([Sanchez](#), 1994).

Job Analysis: The Importance

Information collected during the job analysis procedure helps employers in controlling the output of that job post([Wotruba & Castleberry](#), 2013). Additionally, it plays a vital role in highlighting to employees the opportunity of levelling up their post(designation) when they reach a certain milestone or acquire training necessary for levelling up([Sanchez](#), 1994).

In general, a thorough analysis and investigation into the requirements and needs of a particular job post are beneficial for both managers and the employees([Francis](#), 2017) with managers getting an accurate idea of 'whom they should hire and why' and the employees, both potential and existing ones, get to know what is required of them as an employee and the desired output the employer expects from their input. It is a win-win process on either end: the employer and the employee.

Job Analysis: The Role Played in HR

As discussed, Job Analysis helps in effective strategic management([Sanchez](#), 1994) within HR by helping the firm in planning how its human resource will be utilised within a company([Wolfe](#), 2016). Following are the key roles Job Analysis plays in HRM:

1) Coming about with Success Factors

All companies have different success factors depending upon the business they conduct. One of the major role Job Analysis plays in HR is highlighting the employer's necessary success factors for ultimate business growth([Singh](#), n.d.).

2) Elucidating Roles

After the success factors have been defined, Job Analysis helps diversify the components of success into various job roles each allocated to aiding the employer's success factor([Strah](#), n.d.).

3) Onboarding/Defining the Right Talent

Roles highlighted are then classified into proper jobs([Strah](#), n.d.) with each job post defining a specific set of tasks to be accomplished and establishing a hierarchy.

4) Highlighting Relative Costs Incurred

Hiring talent and conducting job analysis comes with a price and a good Job Analysis provides a useful insight into relative costs incurred versus the benefits associated with hiring the right staff, roughly detailing out the respective salaries that the hired staff might be paid with if hired.

Conclusion

HR can not be made fully productive without employing the rightful procedures of Job Analysis in strategy management for HRM. Without Job Analysis, organisations may end up hiring the wrong person for a particular post which accounts for non-effective hiring practices. Similarly, without Job Analysis, employers might miss important training and development needs for their employees that could affect their productivity. Job Analysis indeed serves a vital role in HR practices.

Question#5 Corporate Social Responsibility

Q5: Corporate Social Responsibility is becoming increasingly important for organisations in terms of strategic intent. Apply the 'triple bottom line' concept to your organisation or an organisation of your choice and outline its strategy intent through an analysis of the CSR six stage process.

Introduction

Within the aspect of strategic intent, Corporate Social Responsibility(CSR) plays a vital role in demonstrating an organisation's business values, keeping its employees engaged and communicating to the public about organisation's way of conducting business in a way that ensures a sustainable future for societies and economies. CSR sets forth a path for business partnerships([Baldo, 2013](#)) between businesses and societies aimed at deriving common goals and partnered actions that can result in impact-driven outcomes which leave a positive impact on companies, societies, employees, consumers, etc.

The idea behind CSR is that organisations should conduct business in a way that should positively impact societies like for example reducing plastic packaging can help, to some extent, avoid plastic pollution and save marine life from dreadful plastic waste on sea shores([Landon-Lane, 2018](#)).In the contemporary business world, all businesses have their strategic intent based on CSR principles because organisations that ensure CSR practices within their business operations usually get more attention, customer attraction and welcoming responses from societies. In terms of HRM, CSR can help businesses retain employees due to strengthened brand presence in societies which they might earn as of CSR geared in their strategic intent([Heyward, 2020](#)).

Triple Bottom Line TBL Analysis: What is?

In measuring the impact of CSR within their strategic intent, companies run a TBL which is a book-keeping process([Miller, 2020](#)) divided, as the name suggests, into 3 sections: people, planet, and profit. Through TBL framework, firms calculate their businesses' environmental, social and financial accomplishments([Hammer & Pivo, 2016](#)). To understand this let us run a TBL analysis on strategic intent of one of the reputed business firms: Nestle.

Triple Bottom Line Analysis: The Nestle Company

Nestle, a Swiss-based multinational conglomerate that processes food and drink is known to be the largest food company around the globe. Although the business conducted by the firm is large enough, however, Nestle's recognition is also widely spread due to the company's concept of Creating Shared Value and sustainability in the long run ([Nestlé Report](#), 2021). Let us probe into how the Nestle company intends to successfully achieve TBL through its Creating Shared Value concept.

a) Working for People: Individuals and Families

Continuously working towards the goal of making available healthier versions of food to the consumers, the Nestle company has filled the market shelves with a diverse range of healthy food items of which, 45% of its food range items meeting WHO requirements for daily sugar intake. By providing a nutritional facts chart for each of its items, Nestle is urging people to make healthy choices in life.

b) Working for Profits: Communities and Livelihoods

One of the major initiatives of the company: **The Farmer Connect Program** ([Nestlé](#), 2021) has been launched with the intent of making better livelihoods for rural population, particularly the farmers who work on plantations that source raw materials to the company. Other than this, the company also assesses and addresses, across its business operations, the human rights aspects of both employees and consumers.

c) Working for Planet: Societies and Global Impact

For the planet, the company is involved in working on initiatives like **Caring for Water** to provide the planet with water resource conservation. Other similar initiatives like using reusable packaging, procurement of electricity from renewable sources, etc. all have combinedly earned the company a reputation as a **Global Compact Lead Company**.

All this concludes that Nestle is working hard toward exploring ways of aiding its creating a Shared Value concept.

CSR Six Stage Process for discerning the Strategy Intent of the Company

The CSR six-stage process of the company to identify its strategy intent looks like as under ([Nestlé Report](#), 2021):

Sr#	Process	Goals
1	Executive Commitment	<ul style="list-style-type: none"> a) Contributing to nutritious & sustainable diets b) Helping to Protect, Renew, and Restore natural resources c) Strengthening Communities d) Operating Responsibly
2	Assessment	Refer to Appendix A
3	Infrastructure Creation	<p>Efficaciously and consistently explore opportunities and rectify threats by identifying and supporting company’s capabilities, resources and core competencies. <i>(See Appendix B for company’s value chain infrastructure)</i></p>
4	Plan Implementation	Becoming an industry reference for financial performance which will be trusted by all stakeholders. <i>(Refer to Appendix D)</i>
5	Management, Reporting, & Evaluation	Due Diligence at the heart of HR Framework. <i>(See Appendix C)</i>
6	Reassessment & Revision	Assessing accuracy and efficacy through revisions. <i>(See Appendix C)</i>

Conclusion

All companies around the globe are backing their strategies with CSR and TBL Analysis which helps them derive long-term gains both economically and socially. The example of the company discussed here proves the importance of CSR and TBL within the strategic intent of organisations.

References

- Baldo, M. (2013). Partnerships for CSR. *Encyclopedia of Corporate Social Responsibility*, 1824–1833. https://doi.org/10.1007/978-3-642-28036-8_625
- Barner, M., & Sax, P. E. (2020). Challenges of "Return to Work" in an Ongoing Pandemic. *The New England journal of medicine*, 383(8), 779–786. <https://doi.org/10.1056/NEJMsr2019953>
- Bartik, A.W., Cullen, Z.B., Glaeser, E.L., Luca, M., & Stanton, C.T. (2020). *National Bureau of Economic Research: Working Paper*. https://www.nber.org/system/files/working_papers/w27422/w27422.pdf
- Creating Shared Value and Sustainability*. (2021) Nestlé Report. <https://www.nestle.com/sites/default/files/2022-03/creating-shared-value-sustainability-report-2021-en.pdf>
- Definition of HR Analytics - Gartner Human Resources Glossary (GHRG)*. (n.d.). Gartner. Retrieved September 12, 2022, from <https://www.gartner.com/en/human-resources/glossary/hr-analytics#:~:text=HR%20analytics%20>
- Dewar, J. (2022, March 11). *Top Challenges of Diversity in the Workplace—And How to Address Them*. Retrieved September 12, 2022, from <https://www.saplinghr.com/blog/top-challenges-of-diversity-in-the-workplace-and-how-to-address-them>
- Drew, A. (2022, February 11). *GDPR Compliance: Everything HR Teams Need to Know*. Globalization Partners. Retrieved September 12, 2022, from <https://www.globalization-partners.com/blog/gdpr-will-impact-global-business/#gref>
- Francis, A. (2017, December 5). *Role of Job Analysis in Human Resource Management*. MBA Knowledge Base. Retrieved September 12, 2022, from <https://www.mbaknol.com/human-resource-management/role-of-job-analysis-in-human-resource-management/?amp>
- Friedman, L. O. O. J. (2018, July 1). *General Electric Ordered to Trial in Racial Harassment Suit Focused on the Green Economy*. Retrieved September 12, 2022, from <https://www.prnewswire.com/news-releases/general-electric-ordered-to-trial-in-racial-harassment-suit-focused-on-the-green-economy-106677843.html>

- Germany: Laptop Retailer Heavily Fined for Violating General Data Protection Regulation. (2021, March 22). The Library of Congress. Retrieved September 12, 2022, from <https://www.loc.gov/item/global-legal-monitor/2021-03-22/germany-laptop-retailer-heavily-fined-for-violating-general-data-protection-regulation/#:%7E:text=22%2C%202021>
- Gopalkrishnan, N. (2019, February 13). Cultural Competence and Beyond: Working Across Cultures in Culturally Dynamic Partnerships. *The International Journal of Community and Social Development*, 1(1), 28–41. <https://doi.org/10.1177/2516602619826712>
- H&M fined 35 million euros for GDPR violation. (n.d.). COSMOS Compliance Universe. Retrieved September 12, 2022, from <https://compliancecosmos.org/hm-fined-35-million-euros-gdpr-violation?authkey=14a1635b8478ce61a3542e32b5a78e387735690b93e8b98e2fc958a69ce3c647>
- Hammer, J., & Pivo, G. (2016, November 10). The Triple Bottom Line and Sustainable Economic Development Theory and Practice. *Economic Development Quarterly*, 31(1), 25–36. <https://doi.org/10.1177/0891242416674808>
- Heyward, C. (2020, November 18). *The Growing Importance Of Social Responsibility In Business*. Forbes. Retrieved September 12, 2022, from <https://www.forbes.com/sites/forbesbusinesscouncil/2020/11/18/the-growing-importance-of-social-responsibility-in-business/?sh=2108dc12283b>
- Hodgkinson, G. P., Sadler-Smith, E., Burke, L. A., Claxton, G., & Sparrow, P. R. (2009, June). Intuition in Organizations: Implications for Strategic Management. *Long Range Planning*, 42(3), 277–297. <https://doi.org/10.1016/j.lrp.2009.05.003>
- Hoehn-Velasco, L., Silverio-Murillo, A., & Balmori de la Miyar, J. R. (2021, May). The long downturn: The impact of the great lockdown on formal employment. *Journal of Economics and Business*, 115, 105983. <https://doi.org/10.1016/j.jeconbus.2021.105983>
- How HR Analytics Are Changing Business | Lesley University. (n.d.). Retrieved September 12, 2022, from <https://lesley.edu/article/how-hr-analytics-are-changing-business>

- Johnson&Johnson. (2020, May 4). *How Johnson & Johnson is Supporting Its Global Workforce During COVID-19*.
<https://www.jnj.com/our-company/how-johnson-johnson-is-supporting-its-global-workforce-during-covid-19>
- LaFraniere, S., & Weiland, N. (2021, March 31). *Factory Mix-Up Ruins Upto 15 Million Vaccine Doses From Johnson & Johnson*. New York Times.
<https://www.nytimes.com/2021/03/31/us/politics/johnson-johnson-coronavirus-vaccine.html>
- Landon-Lane, M. (2018, February). Corporate social responsibility in marine plastic debris governance. *Marine Pollution Bulletin*, 127, 310–319. <https://doi.org/10.1016/j.marpolbul.2017.11.054>
- Li, H., Yu, L., & He, W. (2019, January 2). The Impact of GDPR on Global Technology Development. *Journal of Global Information Technology Management*, 22(1), 1–6.
<https://doi.org/10.1080/1097198x.2019.1569186>
- Marquez, J.R. (2020, October 15). *4 Ways Johnson & Johnson Is Cultivating Outside-the-Box Innovations for COVID-19*. JnJ.
<https://www.jnj.com/innovation/ways-johnson-johnson-is-cultivating-health-innovations-for-covid-19>
- Marr, B. (2018, April 27). *What Does GDPR Really Mean For HR Teams?* Forbes. Retrieved September 12, 2022, from
<https://www.forbes.com/sites/bernardmarr/2018/04/27/what-does-gdpr-really-mean-for-hr-teams/?sh=33f9a8bc30e0>
- Materiality - identifying key sustainability issues*. (n.d.). Nestlé Global. Retrieved September 12, 2022, from
<https://www.nestle.com/sustainability/responsible-business/materiality>
- Miller, K. (2020, December 8). *The Triple Bottom Line: What It Is & Why It's Important*. Business Insights Blog. Retrieved September 12, 2022, from <https://online.hbs.edu/blog/post/what-is-the-triple-bottom-line>
- Nestlé. (2021). *Nestlé in creating Shared Value with Contract Farming*. AgroFood Productivity Nexus. From
https://wayup.my/wp-content/uploads/2021/03/MPC_Bond_Ebook6_NestleClub_ENGLISH_V1R3.pdf

- Othman, S. (n.d.). *Porter's Five Forces Model and Porter's Value Chain of Nestle*. Retrieved September 12, 2022, from <https://www.slideshare.net/SubriennaOthman/5-forces-porter-and-value-chain>
- Parker, K., Horowitz, J.M., & Minkin, R. (2020, December 9). *How the Coronavirus Outbreak Has – and Hasn't – Changed the Way Americans Work*. Pew Research Center.
<https://www.pewresearch.org/social-trends/2020/12/09/how-the-coronavirus-outbreak-has-and-hasnt-changed-the-way-americans-work/>
- PeopleDoc by Ultimate Software. (n.d.). *HR and the GDPR: Everything you need to know for HR compliance* | PeopleDoc. Retrieved September 12, 2022, from <https://www.people-doc.com/hr-and-the-gdpr-everything-you-need-to-know-for-hr-compliance/>
- Racism and racial discrimination: Systemic discrimination (fact sheet)* | Ontario Human Rights Commission (OHRC). (n.d.). Retrieved September 12, 2022, from <https://www.ohrc.on.ca/en/racism-and-racial-discrimination-systemic-discrimination-fact-sheet>
- Roberson, Q. M. (2006, April). Disentangling the Meanings of Diversity and Inclusion in Organizations. *Group & Organization Management*, 31(2), 212–236. <https://doi.org/10.1177/1059601104273064>
- Rosenthal, M. (2022, May 13). *30 Biggest GDPR Fines So Far (2020, 2021, 2022)*. Tessian. Retrieved September 12, 2022, from <https://www.tessian.com/blog/biggest-gdpr-fines-2020/>
- Sanchez, J. I. (1994, March). From documentation to innovation: Reshaping job analysis to meet emerging business needs. *Human Resource Management Review*, 4(1), 51–74.
[https://doi.org/10.1016/1053-4822\(94\)90004-3](https://doi.org/10.1016/1053-4822(94)90004-3)
- Sharma, A. (2016, July 22). Managing diversity and equality in the workplace. *Cogent Business & Management*, 3(1), 1212682. <https://doi.org/10.1080/23311975.2016.1212682>
- Siddique, C. (2004, February). Job analysis: a strategic human resource management practice. *The International Journal of Human Resource Management*, 15(1), 219–244.
<https://doi.org/10.1080/0958519032000157438>
- Singh, P. (n.d.) *Job Analysis for a Changing Workplace*. School of Administrative Studies: York University.
<https://core.ac.uk/download/pdf/10976131.pdf>

- Strah, N. (n.d.). Job analysis and job classification for addressing pay inequality in organizations: Adjusting our methods within a shifting legal landscape | Industrial and Organizational Psychology. In *Cambridge Core*. Retrieved September 12, 2022, from <https://www.cambridge.org/core/journals/industrial-and-organizational-psychology/article/abs/job-analysis-and-job-classification-for-addressing-pay-inequality-in-organizations-adjusting-our-methods-within-a-shifting-legal-landscape/10C98FAD9DD22B6FA6CE8008E7985F2B>
- Strategy - Nestlé Roadmap to Good Food, Good Life*. (n.d.). Nestlé. Retrieved September 12, 2022, from <https://www.nestle-esar.com/aboutus/strategy>
- Turnbull, H., Greenwood, R., Tworoger, L., & Golden, C. (2010). Skill Deficiencies In Diversity And Inclusion In Organizations: Developing An Inclusion Skills Measurement, *Academy of Strategic Management Journal*, 9(1), from <https://www.humanfacets.com/wp-content/uploads/HT-Article-Strategic-Mgmt-Journal.pdf>
- U.S. Department of Defense. (n.d.). *Diversity, Equity, Inclusion Are Necessities in U.S. Military*. Retrieved September 12, 2022, from <https://www.defense.gov/News/News-Stories/Article/Article/2929658/diversity-equity-inclusion-are-necessities-in-us-military/>
- United States Securities and Exchange Commission. (2022). *Annual Report: Johnson & Johnson*. https://www.annualreports.com/HostedData/AnnualReports/PDF/NYSE_JNJ_2021.pdf

Wal-Mart settles racism lawsuit for \$17.5 mln. (n.d.). Business & Human Rights Resource Centre (BHRRC).

Retrieved September 12, 2022, from

<https://www.business-humanrights.org/en/latest-news/wal-mart-settles-racism-lawsuit-for-175-mln/#:%7E:text=Wal%2DMart%20Stores%20have%20paid,that%20Wal%2DMart%2C%20Inc.>

Wolfe, M. (2016, October 26). *What Role Does Job Analysis Play in Effective Strategic Staffing?* Small Business - Chron.com. Retrieved September 12, 2022, from

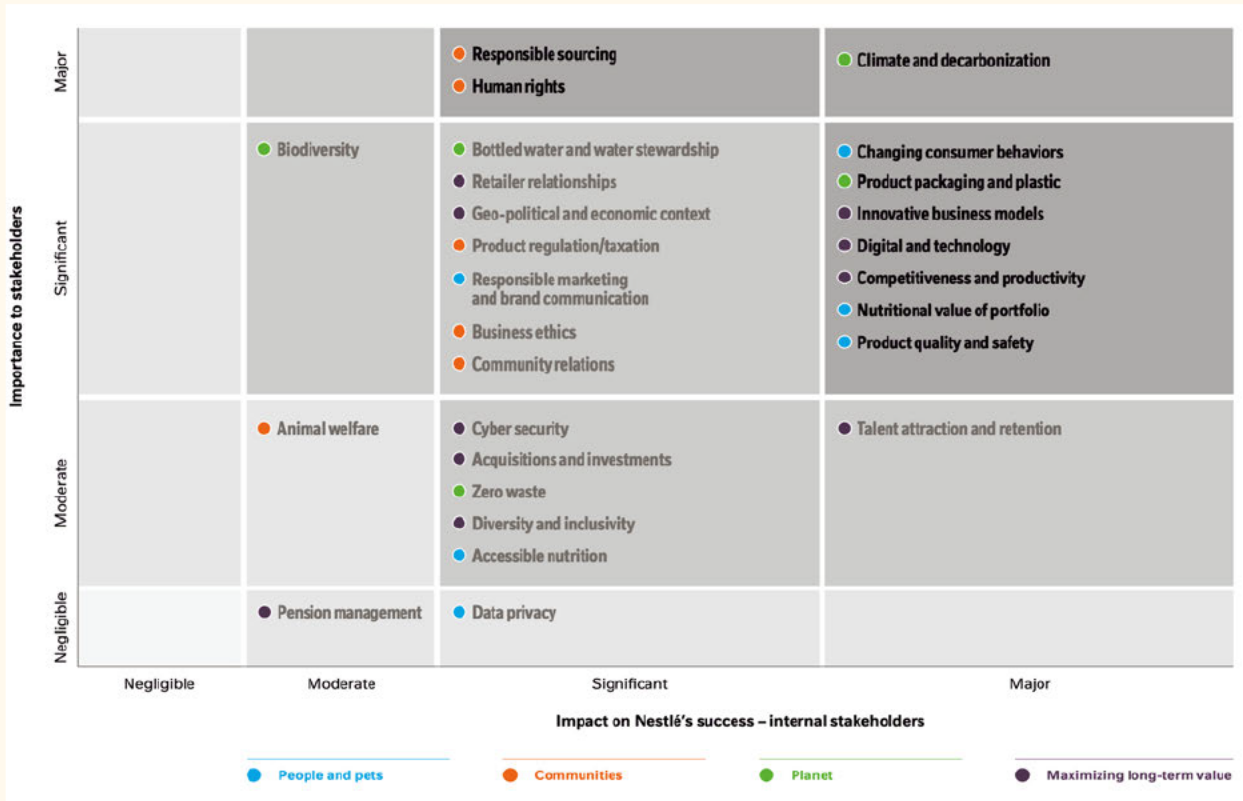
<https://smallbusiness.chron.com/role-job-analysis-play-effective-strategic-staffing-13717.html>

Wotruba, T.R. & Castleberry, S.B. (2013, October 24). Job Analysis and Hiring Practices for National Account Marketing Positions, *journal of Personal Selling and Sales Management*, 13(3), 49-65, [online],

<https://www.tandfonline.com/doi/abs/10.1080/08853134.1993.10753957>

Appendix A

Nestle company Assessment report results for the year 2020 (Nestlé, n.d.).



Appendix B

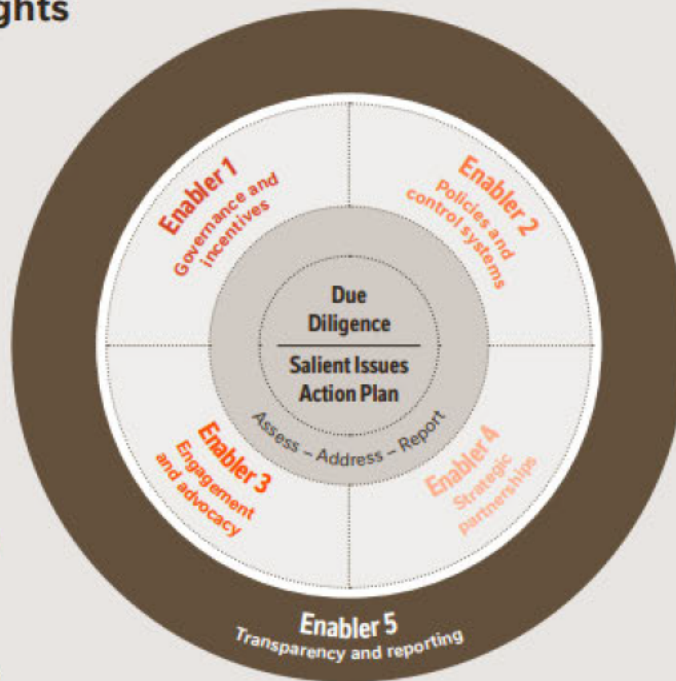
Nestle Value Chain Infrastructure ([Othman](#), n.d.)



Appendix C

Nestle: Management, Reporting & Evaluating

Our Human Rights Framework



Due diligence is at the heart of our new Human Rights Framework

To enhance our due diligence, we are developing and implementing dedicated action plans for each of our salient issues.

These action plans will help create crucial synergies across Nestlé. Our experience has taught us that to be effective, our action plans will need to be built on the following enablers:

Enabler 1

Governance and incentives

We will integrate human rights at all levels of our governance structure.

Enabler 2

Policies and control systems

We will leverage our policies and control systems to ensure human rights are embedded throughout the organization.

Enabler 3

Engagement and advocacy

We will engage with key stakeholders and advocate for smart due diligence legislation and collective action on the ground.

Enabler 4

Strategic partnerships

We will partner with thought-leading and boots-on-the-ground organizations.

Enabler 5

Transparency and reporting

We will provide a high level of transparency of the progress we make and the challenges we face.

Appendix D

Nestlé: Strategy of Plan Implementation (Nestlé, n.d.)

